 Supporting Material is available for this work. For more information, follow the link from the Table of Contents to "Accessing Supporting Material".

Cultural Transformation Geniusys™ : Increasing momentum in change management strategies

By Rohita Singh

Geniusys Pty Ltd.

47 Beaumont St, Waterloo, NSW 2017, Sydney, Australia

Phone: + 61 2 8399 0436

Mobile: + 61 401 929 544

Email: Rohita.Singh@geniusys.com.au

Abstract

How do you create an organisational culture where you can get the best out of your people while still improving on your bottom line? If this question is one that interests you, this paper will provide a forum to explore some new and innovating ideas. First we will explore how we can use systems thinking to develop a strategic planning framework that addresses key issues that impact the success of cultural transformation programmes (CTPs). Next we will use systems thinking and the Geniusys psychology dynamics model to explore how we can implement the strategy through coaching and training staff. Practical steps will be provided that demonstrate how we can use the Geniusys model to lower resistance and increase individual motivation towards the CTP. We will look at how we can use the structure of language and specifically the “motivation linguistics pattern”, as the key tool to increase the motivation of staff towards the CTP.

Table of contents

| | | |
|-----|--|----|
| 1. | Introduction | 3 |
| 2. | Hanover Insurance achieves superior performance | 5 |
| 3. | Geniusys Cultural Transformation Programme™ framework..... | 5 |
| 4. | CTP diagnosis | 6 |
| 5. | Scenario one: Shut down of CTP | 7 |
| 6. | Scenario two: CTPs that plateau | 8 |
| 7. | The hidden dynamics of the Resistance loop | 9 |
| 8. | The complete systemic structure of the CTP | 10 |
| 9. | Scenario three: Erosion of the desired culture | 10 |
| 10. | Scenario four: Counter intuitive strategy that leads to an accelerated decline of the CTP | 11 |
| 11. | The first leverage point: The CTP loop..... | 11 |
| 12. | The second leverage point: The Resistance loop | 12 |
| 13. | CTP critical success factors..... | 12 |
| 14. | The structure of motivation | 13 |
| 15. | Summary of the Geniusys psychology model..... | 14 |
| 16. | How we form mind – body states..... | 15 |
| 17. | Using the Geniusys model to increase motivation of Change Advocates..... | 16 |
| 18. | Using the Geniusys model to decrease resistance of Change Resistor..... | 17 |
| 19. | Conclusion..... | 19 |
| 20. | Appendix A : Parallel session presentation..... | 21 |
| 21. | Appendix B : Proposal for workshop..... | 21 |

Cultural Transformation Geniusys™

Congeniality in the workplace

1. Introduction

The alarm wakes you up at 6am on Monday morning with a familiar, yet annoying “beep...beep...beep”. From here on, you have a choice.

You can either.....

....Slam the snooze button as you realise with dismay that it is Monday morning. The weekend has gone by all too quickly and now it is time to get back to the drudgery of everyday existence as you trade your time for money for a significant proportion of the week. If you look at it objectively, for the majority of the month, the year, ...your life. Familiar pangs of frustration and resentment hit you as the alarm pierces your thoughts with its insistent “beep...beep...beep”. You drag yourself out of bed and go through a well established routine made up of toothpaste, shower, and breakfast.

On your commute to work you look around you at the familiar strangers and take sadistic pleasure in noting their glum expressions that mirror yours as you collectively share the experience of Mondayitis. You arrive at work to find that the report your boss has been reviewing is on your desk. She was supposed to have given it back to you with her feedback a week ago. Ofcourse, your deadline for completing the report hasn't changed from Wednesday even though your boss was late in getting the document back to you. The data analyst who was putting the figures together for the report hasn't got back to you either. Why is everyone so slack around here? You pick up the phone to vent some of your frustration on the analyst.

After a day of endless meetings with your team members that seem to go nowhere, phone calls, crisis's, threats from your unrelenting boss and your clients, you realise you are not going to be able to pick the kids up from crèche on time. You pick up the phone to ring your wife, bracing yourself for the earful you are bound to get. You look at the watch, willing the hands to move faster so that you can escape the four walls that seem to have a stranglehold on your life.

Before you know it, the workday is over. The moment you had been looking forward to with eager anticipation is nigh and yet, instead of elation, you are left with an anti-climatic unease and frustration as you look around your desk, wondering where the day went. You were so busy fighting fires that you didn't even get a chance to do any real work. The report will have to come home with you....

You arrive at home, bringing all the frustration and anxiety of the day with you, etched in the frowns and furrows of your face. After dinner you finally sit down to do some work on your report. After an hour of working quietly, your eyes start to fall heavy as you start to nod off. You have made a dent in your report, but it is going to be another long day tomorrow. As you get ready for bed, you wish you could control time so that it was Friday afternoon again. Why can't it be Friday every day of the week? As you close your eyes, you breathe a sigh of resignation.....one down...four more days to go...

Or you can

...yawn and stretch and hit the off button on your alarm. You had a relaxing weekend with your family and are equally looking forward to stimulating challenges and development opportunities that your career allows you to experience. You put on your gym gear and jump in the car, beating the rush hour traffic to work. You catch the early edition of the news as you pound your way through your cardio workout at the gym at work. After a relaxing stretch and shower, you walk into the breakfast bar at the cafeteria to the mouth watering smell of fresh bread and coffee...

Ten minutes later you walk out of the lift onto your floor, feeling the freshness of toothpaste in your mouth and the crispness in your mind as the endorphins from the workout course through your body and put you in the best state of mind to meet and greet the challenges of your day...

As you walk to your desk, you notice the report your boss was reviewing and was going to get back to you a week ago. On top is a note of apology along with an extension of the deadline from Wednesday to Friday. You know that it is going to be tight, but the challenge motivates you. The data analyst who was putting the figures together for the report still hasn't gotten back to you. You know she's been having problems at home so you ring her up to make an appointment for a mentoring lunch where you can explore how the company can best support her through a difficult time whilst meeting internal targets. A good chance to put to use the coaching training you received as part of your leadership development programme two weeks ago.

At 10am you call a team meeting to appraise everyone of the consequences of the delay in completing the report on schedule. At the end of a really focused meeting, you are amazed by the support and creative problem solving ability of your team. You breathe a sigh of satisfaction as you make notes to follow up the progress of various sections of the report that different members of your team have volunteered to tackle.

After a few unexpected phone calls and decisions that require your immediate attention, you realise that it is time for lunch. Your boss swings past your desk to pick you up for the lunch meeting with the clients to appraise them of the delay in the completion of the report. Now that they've had some notice, they can plan around the delay. You catch your boss's eye as you both breathe a sigh of relief. After lunch you step outside to take a relaxing walk down to the local park as you breathe in the crisp fresh autumn air.

After another focussed afternoon back at your desk, you gather your things and stop by the ground floor to pick up your kids from the company crèche. On your way home, you relax and shed your workday with ease and grace as you touch base with your kids. You plan dinner and look forward to a relaxing evening connecting with your family and an early night in.

As your head hits the pillow, you breathe in a sigh of contentment. You wonder what challenges and development opportunities await you tomorrow...

Which options most closely describes your working week? Which organisation would you rather be working for? Which organisation would you rather put significant hours of your waking time and energy into supporting?

2. Hanover Insurance achieves superior performance

Bill O'Brien, former CEO of Hanover Insurance claims "Our traditional organisations are designed to provide for the first three levels of Abraham Maslow's hierarchy of human needs – food, shelter, and belonging. Since these are now widely available to members of industrialised society, these organisations do not provide anything particularly unique to command the loyalty and commitment of people. The ferment in management today will continue until organisations begin to address the higher order needs – self respect and self actualisation.¹"

This is the philosophy that allowed O'Brien to transform a typical authoritarian hierarchical insurance company with a share price of 90 cents to a high performance organisation founded on the values of merit, openness and localness. In 21 years Hanover Insurance went from one of the lowest rated insurance companies in profitability and growth rate to sales of more than US\$1.6 billion and a share price of \$40, without any investment of new capital².

Over this timeframe, Hanover employees didn't get out of bed motivated by share price or sales revenues. They got out of bed because they were working for a company which believed that the best way to achieve economic performance was to invest in their individual growth.

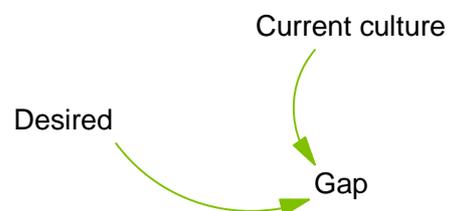
3. Geniusys Cultural Transformation Programme™ framework

At Geniusys, we believe that the most sustainable competitive advantage any organisation has is the quality of their greatest asset – their people. As leaders in our industry, we work with innovative clients who are leaders in their industries and seek to achieve superior business performance. By working with our clients, we link individual staff development to key business drivers resulting in high individual and business performance. One of the key initiatives we have to support this endeavour is our cultural transformation framework – Cultural Transformation Geniusys™.

Cultural Transformation Geniusys™ provides a framework for strategically planning an organisation wide cultural transformation programme (CTP) in a way that is time and cost effective while ensuring sustainability. The key to a successful cultural transformation is careful planning and skillful execution.

Sometimes a CTP is initiated by visionary leaders who wish to make a significant contribution to the organisation they are now leading.

These leaders perceive a gap between the current culture of the organisation and a culture that is desired by the staff or leadership team. In instances of installation of enterprise wide technology solutions, outsourcing, downsizing, mergers, rapid growth, or any significant change in strategic focus, this gap becomes even more evident. When harnessed with skill, this gap can provide creative tension which generates enormous momentum for the CTP and stimulates the creation of a high performance workplace.



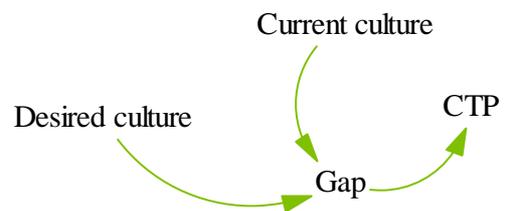
¹ The 5th Discipline Fieldbook, Peter Senge et al, pg 24

² The 5th Discipline Fieldbook, Peter Senge et al, pg 311

In order to define the gap in a meaningful way we first need to have a very clear and realistic understanding of the current culture as well as obtain organisation wide input to form a bold and visionary view of the desired culture. Above all, we need to ensure we have useful ways of measuring and tracking the changes in both.

Once we have identified and defined the gap, we can do one of two things – ignore it or take action. The danger with the first approach is that if the leadership team does not shape the culture intentionally other organisational forces will. A large gap is likely to lead to disgruntled staff and high turnover. Along with these employees, knowledge and skills critical to the organisation's success may also walk out the door. Loosing the war for talent may jeopardise the organisation's competitive edge. This is especially applicable to professional services organisations.

The alternative approach is to initiate a CTP. The aim of the CTP is to cause the current culture to shift and come closer to the desired culture.

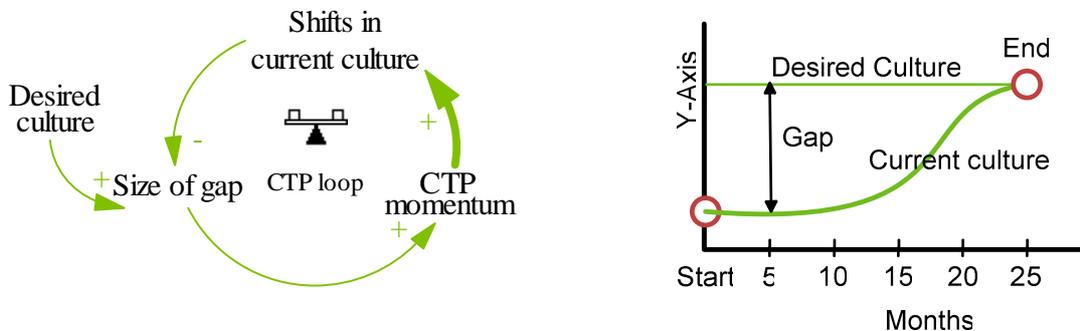


4. CTP diagnosis

The first step in initiating a CTP is to identify problematic symptoms of undesired behaviour in the organisation. An investigation of these symptoms will most likely lead to identifying structures in the organisation's systems that cause unintended consequences. Managers do not make ineffective decisions because they like operating that way. Often, hidden dynamics in the underlying systemic structure of the organisation are the real culprits of undesired behaviours in the organisation. These could include a wide variety of factors including policies, reward structures, chain of command, roles & responsibilities, training policies, salary & bonus structures etc.

The next step in the Cultural Transformation Geniusys™ framework is to diagnose the client's unique set of organisational structures that cause the unintended organisational behaviours. One thing that will be common to all cultural transformation programmes is the momentum and rate of conversion of staff from the old culture to the new culture. For this reason, the scope of this presentation, we will be limited to exploring the factors that impact the momentum of the CTP as well as staff uptake and retention rates. The staff conversion and retention rates are critical success factors to any CTP.

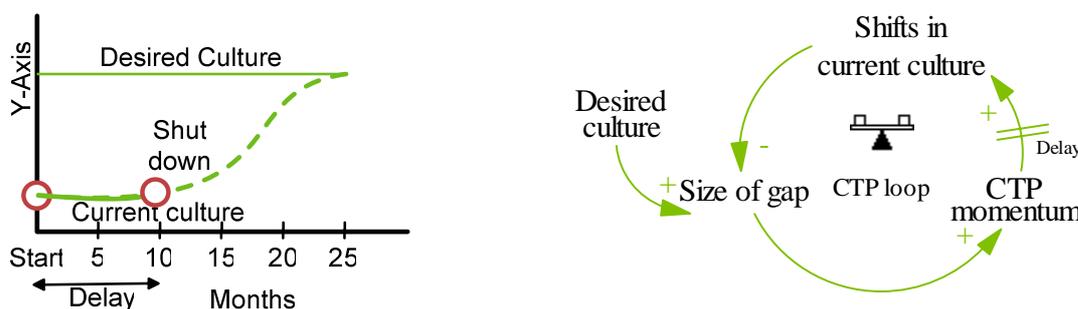
At the end of the implementation of a successful CTP, we can expect our current and desired cultures to look like this³:



As the CTP takes affect it causes shifts in our current culture reducing the size of the gap between the current and desired cultures. This increases the momentum of our CTP which in turn accelerates the shifts in our current culture until by the end of the CTP, the gap between the current and desired cultures has been bridged.

5. Scenario one: Shut down of CTP

Unfortunately a lot of CTP's don't always achieve their desired culture. One of the most common reasons for this is that there is a delay between the initiation of the CTP and a visible, measurable shift in the current culture. Understanding and managing this delay is critical to the organisation's CTP. For example an organisation that has planned a 2 year CTP may be into its 10th month. It is under significant pressure to demonstrate tangible results from the programme sponsors. "How do we know that it is working? Your team has four weeks to demonstrate tangible and financial results from this programme" they declare as they threaten to withdraw funding and shut down the programme, having deemed it an unsuccessful attempt.

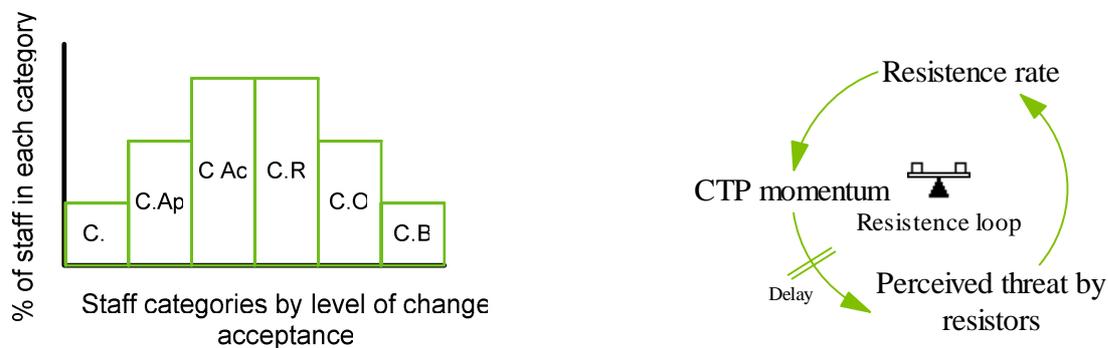


³ Timeframes for CTPs can range from a few weeks to several months and are largely driven by the scope of the programme as well as the size of the organisation. This example is illustrative and assumes an organisation wide CTP for a large global company. The underlying dynamics of the cultural system are independent of the timeframe of the programme.

What can happen in this scenario is that everything is on track and the CTP simply needs more time to go past the delay period before tangible and visible results can be measured as shifts in the current culture. The reality might be that because of the delays built into the system the best intervention in this case is to do nothing and simply give it time. This is very hard to justify to the programme sponsors unless we have a clear understanding of the underlying dynamics of this system.

6. Scenario two: CTPs that plateau

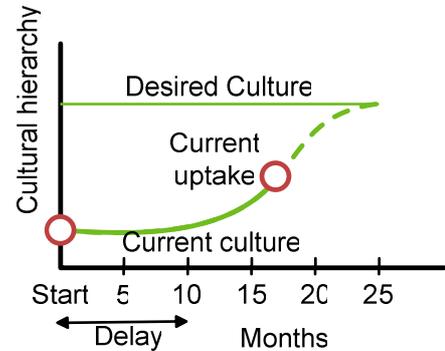
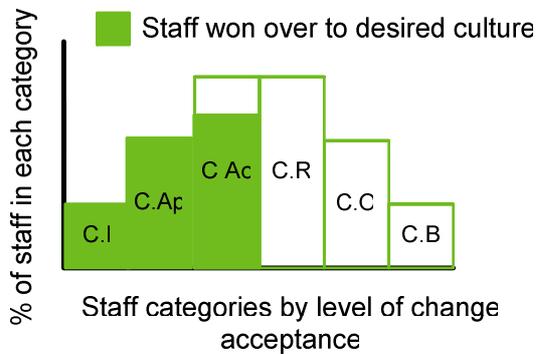
The second most common reason why CTPs fall short of their goal is because of the implicit assumption that everyone in the organisation will react in the same way to new initiatives. This is not usually the case. If we break our total staff numbers into categories by how receptive they are to change in general we might get the following distribution:



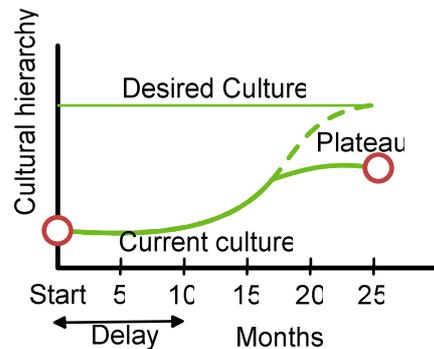
The Change Initiators (C.I) thrive on change and may even love change for the sake of change. The Change Appreciators (C.Ap) enjoy change and can see the value of doing things differently if it leads to improved ways of working. The Change Acceptors (C.Ac) accept changes once they can see how the Change Appreciators have improved their ways of working by accepting the initiatives. The Change Resisters (C.R) may not accept the change until it becomes increasingly inconvenient not to do so. The Change Opposers (C.O) may provide passive resistance and not buy into the initiatives until there are no longer any alternatives. The Change Blockers (C.B) may actively oppose the initiatives or leave the organisation if they perceive that their efforts to block the initiatives are no longer working. We can generally categorise the change Initiators, Appreciators and Acceptors into Change Advocates and the Resisters, Opposers and Blockers into Change Resisters.

In the early days of the CTP the majority of the staff who have been won over to the desired culture will be those who have a natural propensity for change (Change Initiators, Appreciators and some Change Acceptors). In order to create a sustainable desired culture we need to win

over a critical mass of Change Advocates in a timely manner. Our current culture and staff distribution at this point in time may look like this:



Our change agents have managed expectations with stakeholders well and have passed the delay period. Things appear to be going well until in a few months they notice that our CTP is reaching a plateau. Our initial success has stagnated and no matter how much we push we can't seem to get more steam behind our CTP. What went wrong?

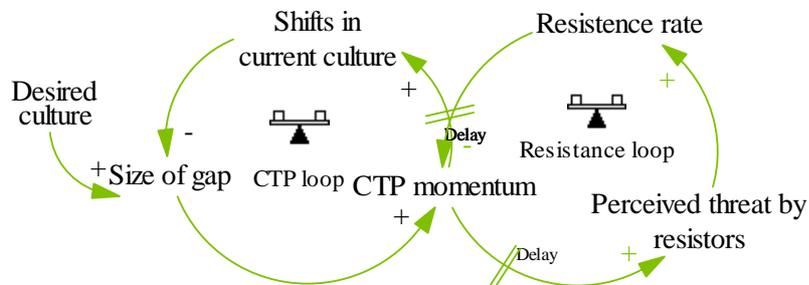


7. The hidden dynamics of the Resistance loop

The stagnation of the CTP is actually caused by a hidden dynamic in the organisation's cultural system. The delayed side effect of the growing momentum of the CTP is that the staff segments that are naturally resistant to change perceive the new culture as a threat. This perceived threat has resulted in an increase in the level of resistance they offer. This resistance in turn causes the momentum of the CTP to slow down leading to the plateau observed in the graph above.

8. The complete systemic structure of the CTP

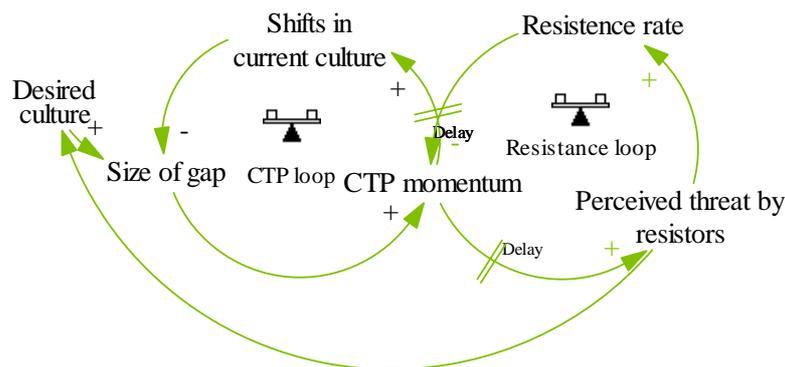
The complete systemic structure of the CTP dynamics now looks like this:



If the resistance rate balancing loop is as dominant as the CTP loop, the resistance rate will equal the CTP momentum rate and the programme will plateau. We have picked the low hanging fruit and won over the Change Advocates but we never really realise the full potential of the CTP as we reach a deadlock with the Change Resistors.

9. Scenario Three: Erosion of the desired culture

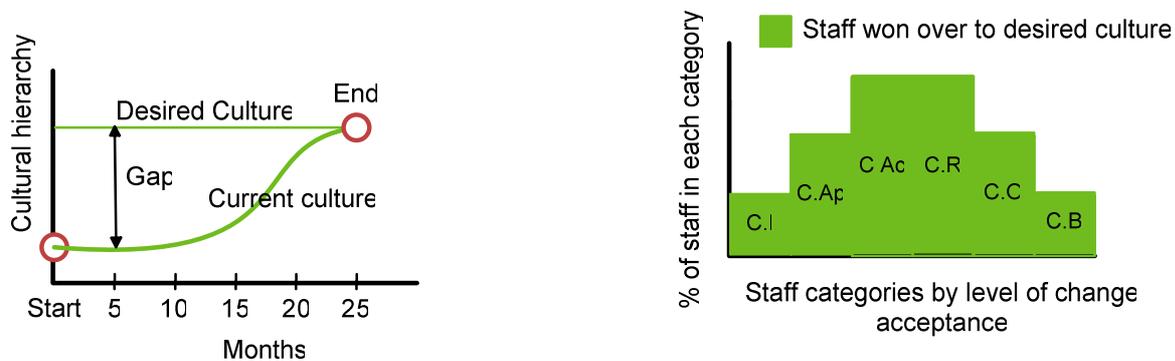
If the resistance loop becomes more dominant than the CTP loop, it may cause the current culture to fall back to the original levels. If we are not careful how we manage this, the resistance can even place pressure on the desired culture, eroding it and bringing it closer to the original culture we started off with. If this happens, staff who had initially embraced the new culture will either leave or fall back into the old way of doing things as the desired culture becomes “too hard” to achieve. This is especially the case if we have not reached a critical mass with the number of people we have won over to the desired culture.



“I do things the new way but my boss doesn’t support my initiatives”, “It is easier to fit in if I continue to work in the old way”, “I am the only one in my team who thinks this way”, say the disgruntled Change Advocates as they give up and revert back to the original culture. Instead of riding off into the sunset with a victorious whoop, our CTP has been pronounced a sentence of a slow and painful death. This increases the cynicism of the once hopeful Change Advocates to embracing future change initiatives.

10. Scenario Four: Counter intuitive strategy that leads to an accelerated decline of the CTP

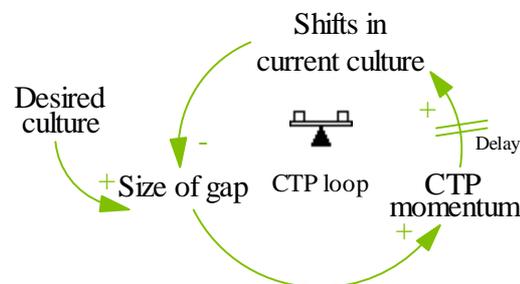
So how do we harness the full potential of the initiative and create a high performance workplace as a result of a CTP that looks like this:



The intuitive answer might be to push the CTP even harder and increase the momentum by increasing the number or frequency of the initiatives within the programme. Unfortunately the side effect of this is likely to be that the resistors feel even more threatened and dig in their heels. The harder we drive the CTP loop, the more dominant the resistance loop will become. This accelerates the decline of the CTP.

11. The first leverage point: The CTP loop

At Geniusys we work with our clients to help them understand and manage the leverage points in their CTP systems. The first leverage point is represented by the delay in the CTP balancing loop. First we determine the length of the delay using system dynamics. We also ensure that stakeholders understand the impacts of this delay and base their funding decisions on their understanding of the dynamics of the CTP over time.



Next we work with our clients to reduce the length of this delay⁴. We do this by using the cognitive behavioural psychology based Geniusys⁵ model to understand the dynamics of the organisation's staff. Next we use these powerful psychology based tools to influence their thinking and behaviour to accelerate the buy in to the new culture. This approach works particularly well with Change Advocates.

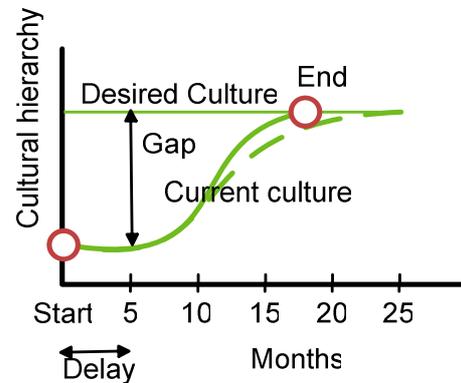
⁴ In our example, the delay period has been reduced from the original ten months to three months.

⁵ For a complete explanation of the Geniusys model, please see www.geniusys.com.au/resources

12. The second leverage point: The Resistance loop

The next point of leverage lies in the resistance balancing loop. The counterintuitive strategy of managing the growth of the CTP by focussing the organisation's valuable resources on slowing down the resistance loop is the best way to ensure the sustainability of your CTP.

We do this by using the Geniusys model to determine the underlying structure of the Change Resistor's thinking. Next we use associated cognitive behavioural psychology tools to persuasively influence their thinking and lower their resistance. This counter intuitive strategy also reduces the cost and timeframes⁶ for implementing this programme as a result of investing in specialised skills and knowledge.



13. CTP critical success factors

Achieving critical mass in the conversion rate of staff from the old culture to the new culture in the shortest time period possible is the single most important factor in the sustainability of any CTP. For this reason, in the two critical success factors we have looked at are:

- The rate of staff conversion from the old to the new culture;
- The rate of retention of staff who have converted to the new culture;

The conversion rate of staff contributes to the momentum of the CTP. The retention rate contributes to the sustainability of the CTP. Reducing the delay in the CTP loop by accelerating the buy and lowering the resistance rate in the Resistance loop, work together to increase both the momentum and the sustainability of the CTP.

⁶ In this example, the overall timeframe for the CTP has been reduced from 25 months to 18 months as a result of investing in specialised skills and knowledge. This results in a reduction of programme costs as the results are achieved in a shorter timeframe.

14. The structure of motivation

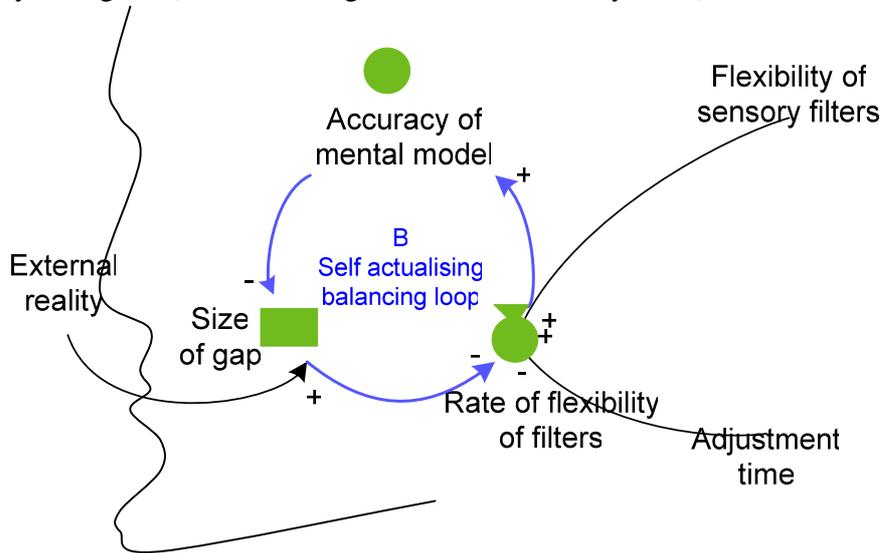
One example of how we use the Geniusys model and associated psychology based tools to achieve the above results is by working with the motivation of staff towards the changes brought on by the CTP.

Meta Programmes are a model we use to categorise cognitive processes into five major categories; Cognitive, Emotional, Conative, Responding and Conceptualising. These are further divided onto 51 sub categories. Unlike other “personality mapping” tools like Myers Briggs, Birkman etc, Meta Programmes are defined by a sliding scale for each Meta Programme. Motivation is one of the Meta Programmes. On one end of the scale we have people who are a “towards” type and on the other we have people who are “away from”.

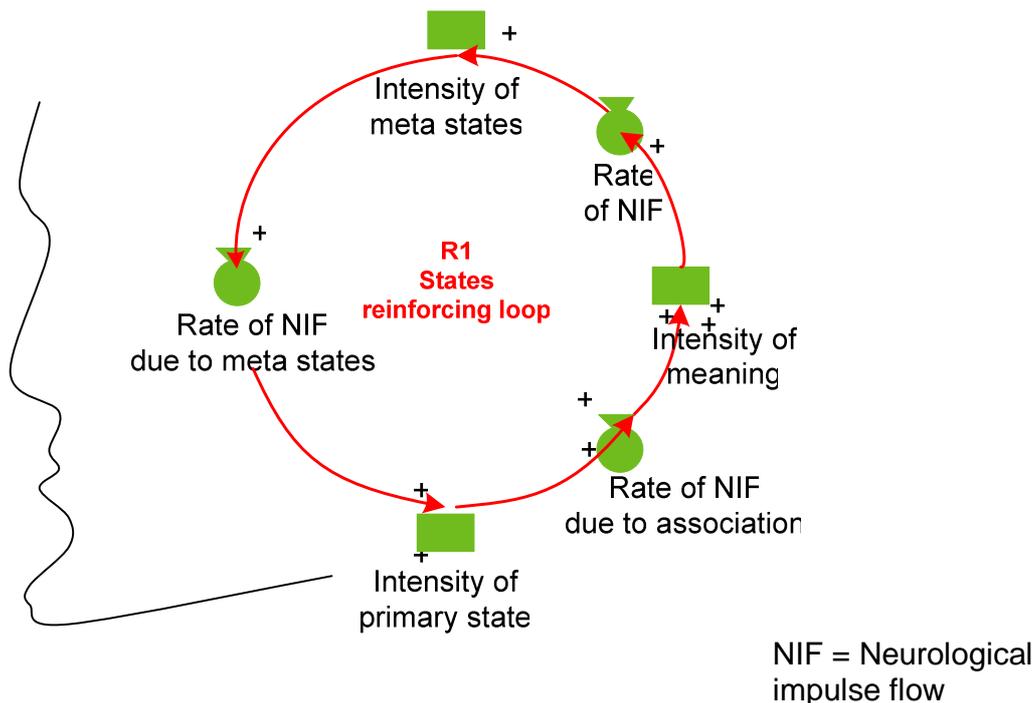
People who are on the “towards” end of the scale are more motivated by positive outcomes and goals that are important to them. If we use the simplistic pain / pleasure measure, they are more motivated by things that cause them to move “towards” pleasure. Most Change Advocates will tend to fit this category. We can use this understanding to increase the Change Advocates’ motivation towards the CTP. This reduces the delay in the CTP loop and increases the momentum of the CTP.

15. Summary of the Geniusys psychology model

The Geniusys model states that we build our internal mental models of the world through a process of filtering external reality through our physiological (our five senses) and our psychological (our Meta Programmes and belief systems) filters.



This filtered information is first registered by our subconscious mind as a primary state. Often we feel primary states as physical sensations in our mind – body system. An example of a primary state might be getting butterflies in our stomach before we give a public speech. As human beings, a lot of our conscious thinking takes place when we give meaning to our primary states to create meta states. Meta states are responsible for most of our higher level thinking. In our example, this might be how we think and feel about the fluttering butterflies in our stomach before making a speech.



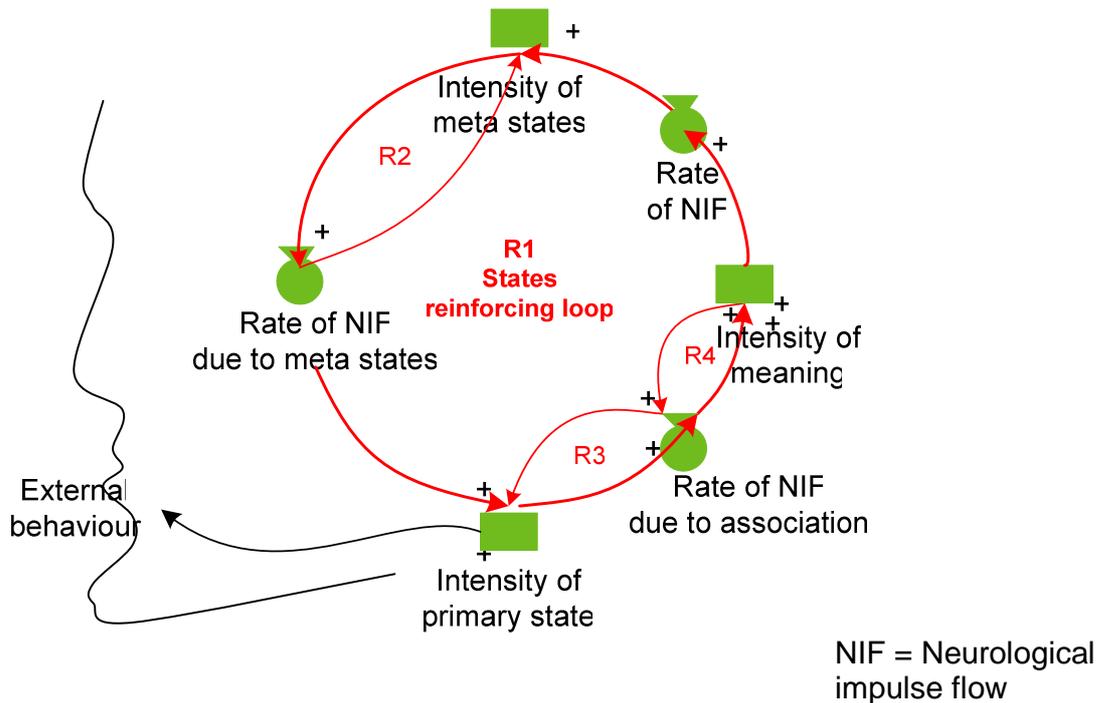
16. How we form mind – body states

We can represent both primary and meta states as stocks that accumulate over time due to a process called association. If we remember a time in the past when we have been embarrassed whilst making a speech, we are likely to have a negative association with that experience. Based on our associations, we will give an internal meaning to the experience of “making a speech”. In our case, we have a negative association with making speeches, so it is likely that we give the current experience a negative meaning. This might trigger thoughts like “I hate making speeches”, “Those people will make fun of me”, “What if they don’t agree with me” etc.

Associating these negative or unresourceful meanings leads to meta states like nervousness and anxiety. We can also represent the intensity of meaning as a stock. In our example, the greater our original embarrassment at making the speech (intensity of primary state stock), the more intensely we will allocate a negative meaning to giving a speech today (intensity of meaning stock).

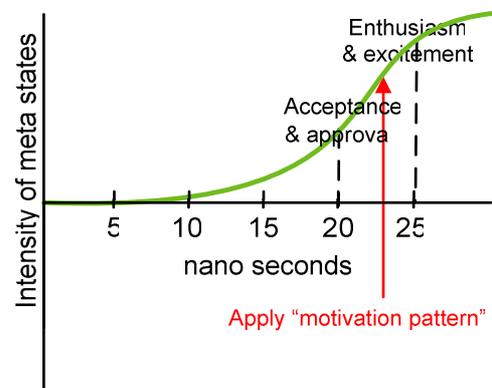
The more intense these negative meta states, the higher the rate of neurological impulse flows (NIF) in our body that will amplify our primary states, creating the States Reinforcing loop in the Geniusys model. Neurological impulse flows (NIF) are the neurological biochemicals generated in our body as a result of the thinking process. These include neurotransmitters, peptides and steroids. These rates of neurological impulse flows are responsible for the levels of the primary states, meta states and meaning stocks.

The combination of primary and meta states build up our states of mind and body, which we release through our words and actions in the external world. What meaning we allocate to our primary and meta states is one of the leverage points in the Geniusys model.

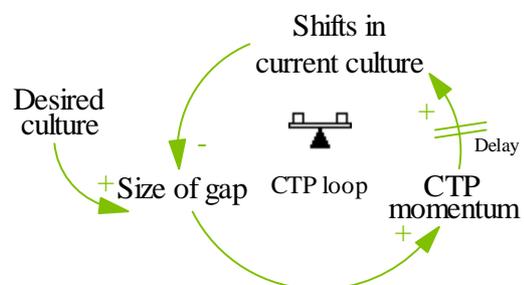


17. Using the Geniusys model to increase motivation of Change Advocates

We can use this structure of the thinking process to work with our Change Advocates as well as our Change Resistors to reduce resistance and increase buy-in for our CTP. Our Change Advocates, by definition are likely to have given positive meaning to the change occurring as a result of the CTP. They will have already created meta states of acceptance and approval towards the CTP. We can increase the momentum of the CTP by using a psychological process called the “linguistic motivation pattern” to enhance the positive meaning they give to the CTP.



This will create more intense resourceful states like enthusiasm, excitement and even evangelism. These more intense (increased level of meta states stock) mind – body states are likely to increase the intensity of our Change Advocates’ words and actions in the external world. This results in greater retention of the staff who have been converted to the new culture. It also has the additional benefit of “infecting” other staff members with their resourceful states of enthusiasm and excitement, further accelerating their conversion and reducing the delay in the



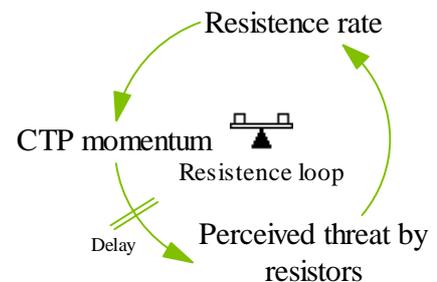
CTP loop. This is one of the ways in which we use the Geniusys model to take advantage of our first leverage point in the Geniusys Cultural Transformation framework.

18. Using the Geniusys model to decrease resistance of Change Resistors

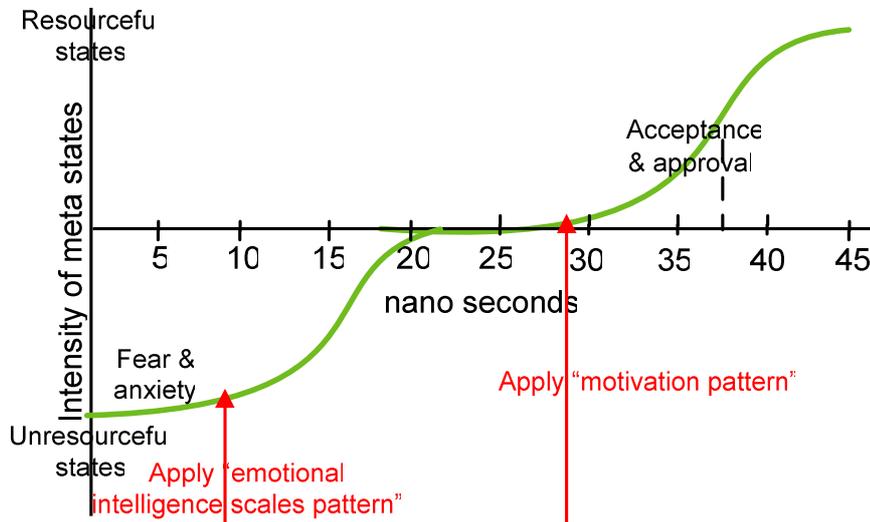
The same structure in the Geniusys model is also responsible for the resistance of the Change Resistors. They are more likely to fall in the “away from” end of the motivation Meta Programme scale. They are motivated by trying to get “away from” pain, as opposed to moving “towards” pleasure. Their primary concern will be the loss of security and fear of the unknown.

In this case we will use the Reinforcing Loop in the Geniusys model to reduce the resistance of the Change Resistors, but in a different way. It is important to realise that our starting point with this group is likely to be from unresourceful states of fear and anxiety brought on by the new initiatives. Telling them about all the wonderful opportunities of a flatter hierarchy and performance based bonuses are likely to fall on deaf ears. In more extreme cases, this might even increase resistance.

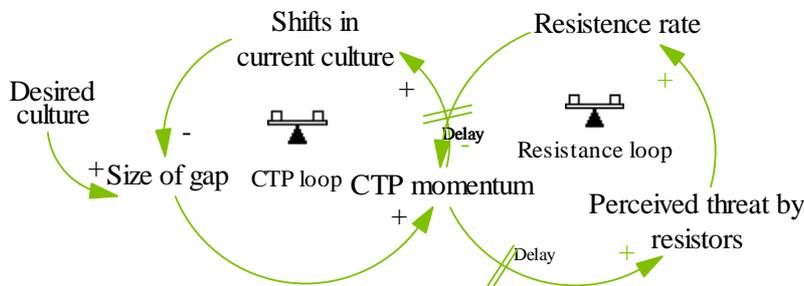
The first thing we need to do is use a psychological process called the “emotional intelligence scales” to reduce the intensity of their unresourceful or negative states. Here we reduce the intensity of their fear and anxiety and this in turn reduces the resistance in the resistance loop of our CTP framework. We can do this either in a one on one coaching or a group training format.



Once we have brought their primary and meta states to a more neutral position, we can use the “linguistic motivation pattern” to build these neutral states into positive resourceful states or acceptance and enthusiasm.

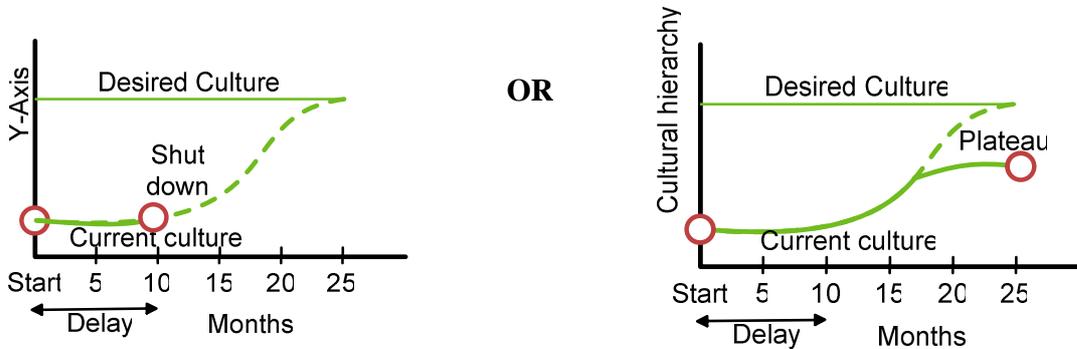


Not only have we reduced the resistance rates in the resistance loop, we have also reduced the delay in the CTP, providing even more momentum and sustainability in our overall CTP.

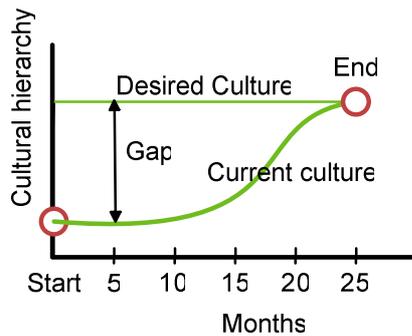


19. Conclusion

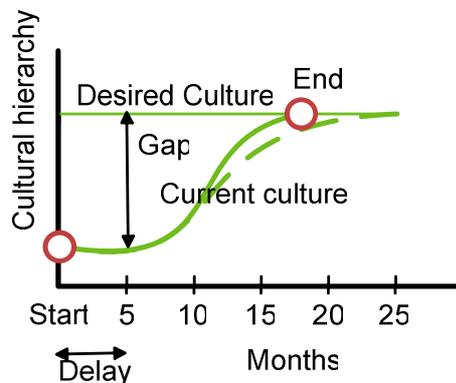
This is one example of how we work with our clients to save time and money in their CTP initiatives by taking advantage of the leverage points that are part of the underlying systemic structure of their organisation. This is how we can get our CTP from:



TO THIS:



OR EVEN THIS:



The key benefits of the Cultural Transformation Geniusys™ framework that we have covered in the scope of this presentation are:

- Reduce overall costs and timeframes in the CTP;
- Provide a framework for strategically planning the CTP before investing significant resources in implementing the initiative;
- Create a high performance workplace by increasing the effectiveness of the CTP;
- Ensure sustainability of the CTP so that the desired culture becomes status quo;

Additional benefits of using the Geniusys approach to Cultural Transformation Programmes that are outside the scope of this presentation include:

- Provide evidence of tangible / financial benefits as a result of the CTP;
- Win the war for talent by increasing alignment between the organisation's staff's personal values and the organisation's culture;
- Improve staff's analytical, critical thinking and problem solving skills;
- Increase staff's emotional intelligence whilst enhancing their communication, facilitation, negotiation, persuasional influencing and leadership skills;

For more information please contact us at info@geniusys.com.au

20. Appendix A : Parallel session presentation

The Cultural Transformation Geniusys model is best presented as a parallel session at the 22nd International System Dynamics conference 2004. At this presentation participants will explore how we can use systems thinking to understand the organisational structures that drive the momentum of a cultural transformation programme (CTP). Next we will use systems thinking to develop a strategic planning framework to maximise the efficiency of the CTP.

We will also explore how we can use the Geniusys psychology dynamics model to work with staff to increase the conversion rate of staff from the current to the desired culture. We will do this by using the Geniusys model to lower their resistance towards the changes and then increase their motivation towards the programme. The subsequent workshop will demonstrate the “motivation linguistics pattern”, which is the key tool used to increase the motivation of staff towards the CTP.

21. Appendix B : Proposal for workshop

The purpose of this workshop is to provide a practical demonstration of how the Geniusys psychology dynamics model can be used to increase the motivation of staff towards an organisation wide Cultural Transformation Programme. At this workshop participants will:

- Explore the complex dynamic feedback loops that make up the structure organisation wide cultural transformation programmes;
- Explore common scenarios that result in organisations not achieving their desired culture;
- Identify the leverage points that will accelerate the conversion of staff from the current to the desired culture;
- Learn how the Geniusys psychology dynamics model can be used to lower the resistance of staff towards changes that are a consequence of the CTP;
- Learn how the Geniusys psychology dynamics model can be used to increase the motivation of staff towards the CTP initiatives;
- Get a demonstration of the “linguistics motivation pattern”;
- Learn how to use the “linguistics motivation pattern” to increase their own motivation whenever they need to, as well as how to work with others to increase their motivation levels for any task at hand;

The content of the workshop will closely follow the structure of this article. The time requirement for this workshop is approximately 2 hours.

The format for the workshop is as follows:

| | | |
|------------|--|---------|
| Section 1: | Presenting the Cultural Transformation Geniusys framework | 50 mins |
| Section 2: | Introduce the Geniusys psychology dynamics model and how we can use this to accelerate the CTP initiatives | 30 mins |
| Section 3: | Demonstration / audience participation of the “linguistic motivation pattern” | 30 mins |
| Section 4: | Questions and answers | 10 mins |